



Licensing of eResources - views from Denmark's Electronic Research Library (DEFF)

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Who am I ?

- Deputy Director, Danish Agency for Libraries and Media under Ministry of Culture
 - Member of executive management
 - Overall responsible for Denmark's Electronic Research Library (DEFF)
 - Management relations to Ministry of Science, Innovation and Higher Education and Ministry of Children and Education
- Before:
 - The Royal School of Library and Information Science, Denmark (IT-manager)
 - Danish PT&T (management consultant, IT-restructuring)
 - Dansk Data Elektronik A/S (DDE) (systems programmer -> deputy managing director)
 - Denmark's Technical University (graduated with a Master of Science in computer engineering)

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Denmark's Electronic Research Library (DEFF)

Background of DEFF

- DEFF is the result of the government's IT-political action plan *The Information Society for all – the Danish model* from 1996
- Following a specialist survey in 1996 which established the foundation for the project, the first initiatives were launched in 1997

The DEF(F) vision from 1997

“The network of research libraries should form a virtual system which transcends the frames of regional/local libraries and makes available the libraries’ collective information resources (digital and traditional) to users all over the country in a simple, transparent way within the given legal and financial framework”

Funding of DEFF in project period

- With the national budget for 1998 the project became a reality with a budget of 27 mil. Euro distributed over the period 1998-2002
- Collaboration and joint financing by three ministries
- Following a budget analysis by the Ministry of Finance in 2002 DEFF became a permanent organisation from 2003

Funding of DEFF in permanent activity period

- Funded by Ministry of Culture, Ministry of Science, Innovation and Higher Education and Ministry of Children and Education on the National Budget with 2,7 mil. Euro a year
- Funding covers:
 - Salaries for Secretariat and License Secretariat
 - Operations of few common services (for example the Danish Research Database)
 - Projects co-financed with the institutions
 - Travel, meetings and support for the programme groups
 - International activities

Working model

- Strategy with vision, mission and yearly action plans
- The activities of the individual programme areas reflect the participants' involvement in terms of resources
- The programme groups work out action plans to be submitted to the Steering Committee
- These action plans form the basis for concrete implementation of strategy and for budgeting
- The program groups apply to the Steering Committee for financial support for activities (projects)

Licensing of eResources in the framework of DEFF

Licensing in DEFF project period

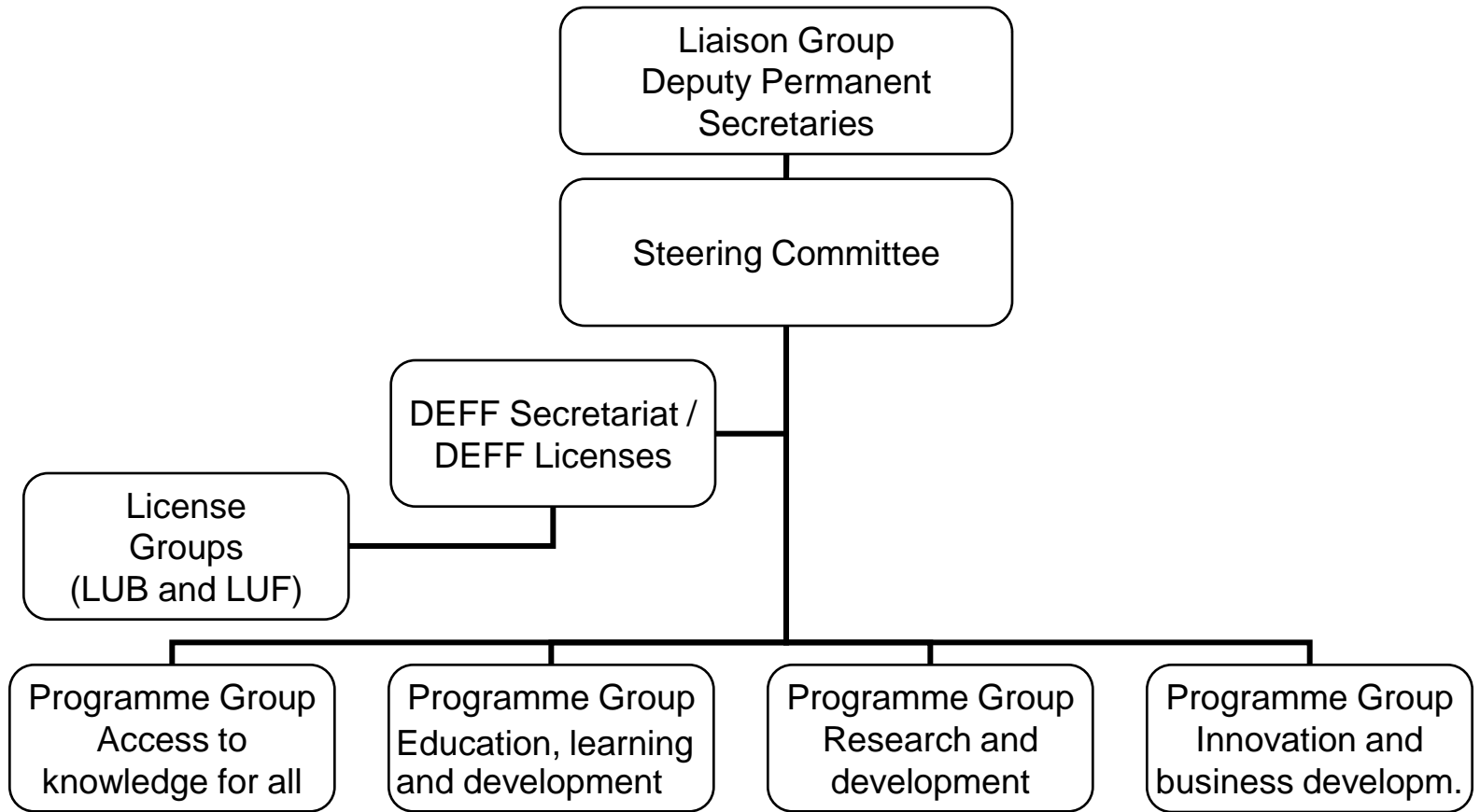
- In 1999 DEFF became centre for organised consortia building for the Danish research libraries
- In the period 1998-2002 DEFF invested 6 million Euro in consortia work and in part-financing of licenses for electronic resources
- In the same period the research libraries multiplied the investments in licenses for electronic resources

Licensing in the DEFF permanent activity period

- In the years from 2003 DEFF continued to invest in consortia work (staff and expertise)
- In the same period the research libraries increased their investments in licenses for electronic resources and matching competences



DEFF Organisation from 1 July 2011



Organisation

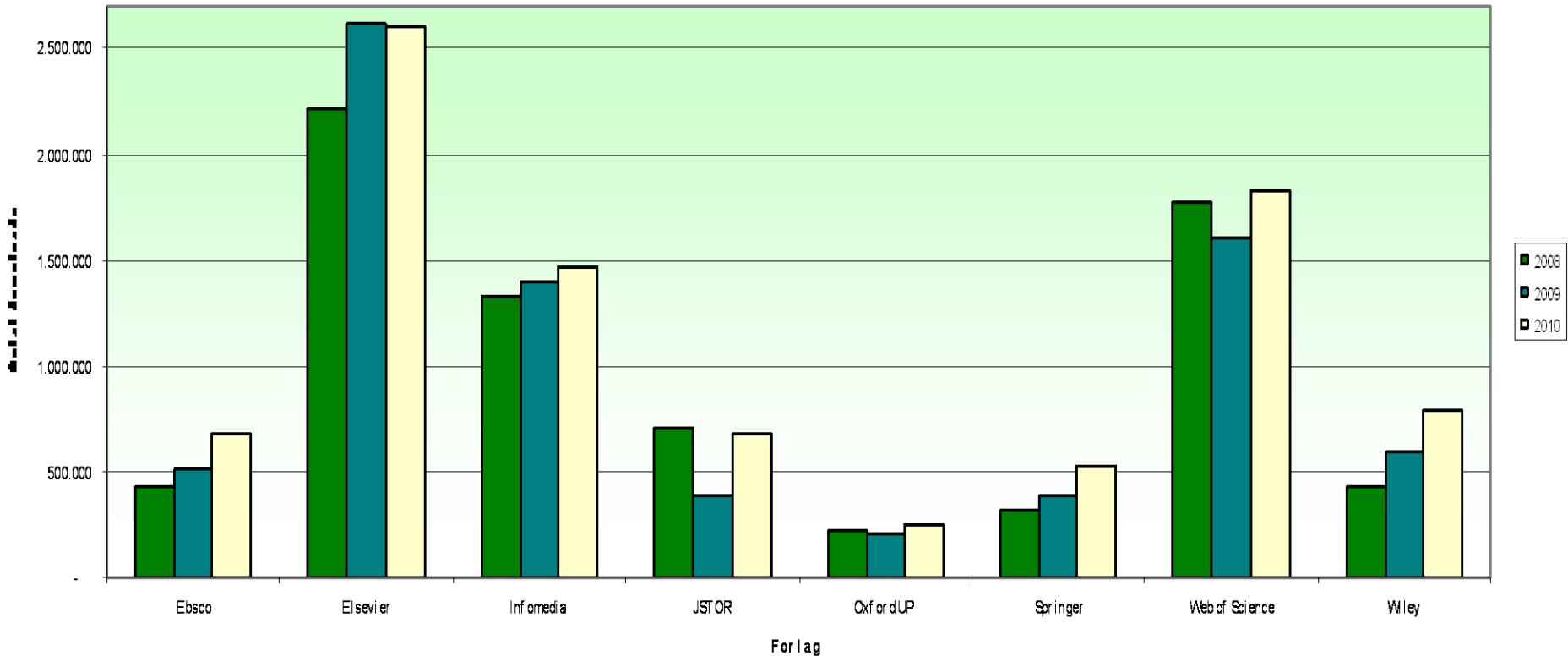
- Liaison Group
 - 3 persons (one from each ministry)
- Steering Committee
 - 1 chairman (independent) and 9 other members (3 appointed from each ministry's institutions)
- DEFF Secretariat
 - 6 persons (employed by Libraries and Media)
- DEFF License Secretariat
 - 6 persons (employed by Libraries and Media)
- Programme groups
 - 1 chairman each group and 6 to 15 other members (normally from DEFF Libraries)

DEFF Libraries

- 7 university libraries
- 8 university college libraries
- 91 other academic/special libraries
- 11 hospital libraries
- 177 gymnasium libraries

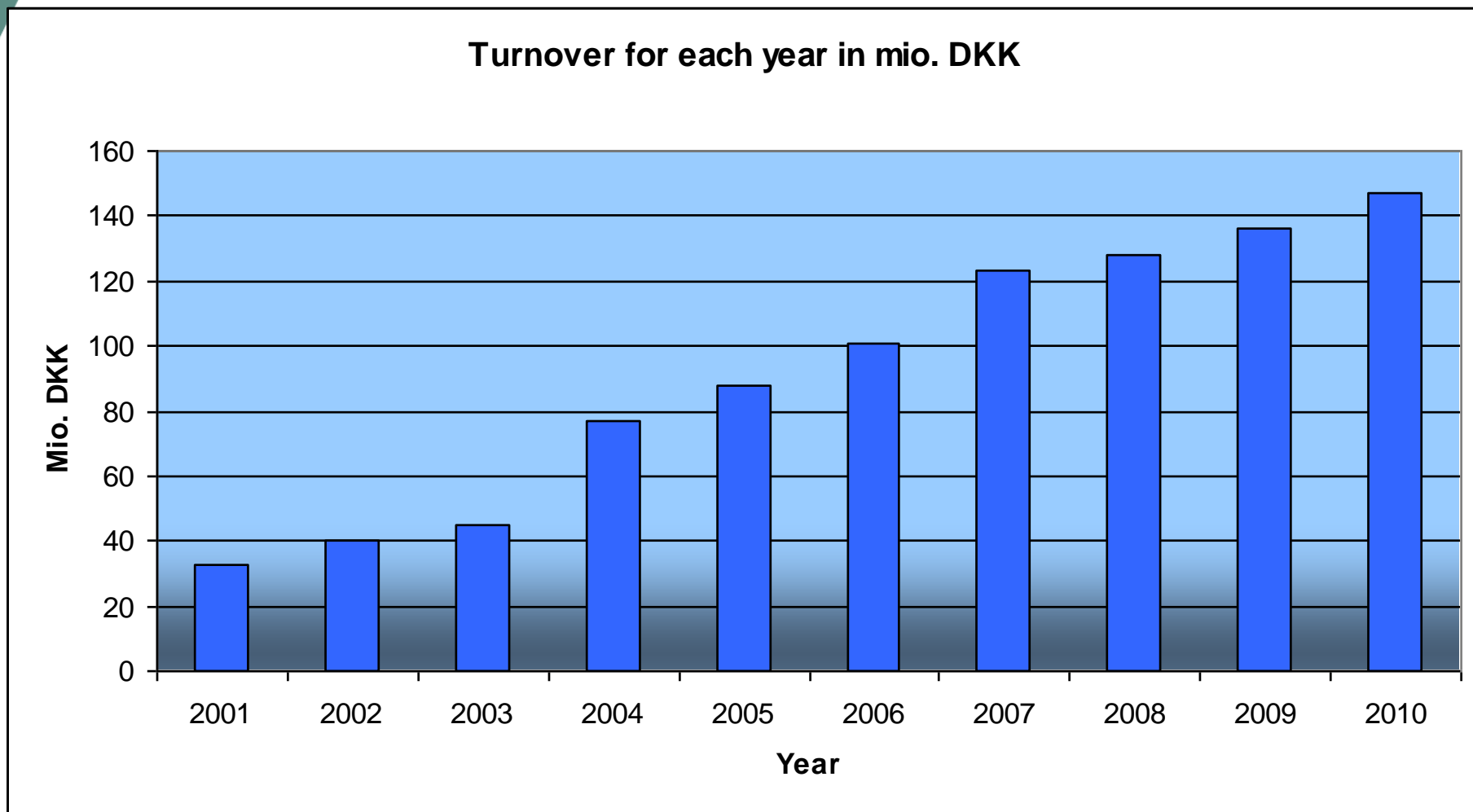
Downloads from selected publishers

Antal downloads for 2008 - 2010

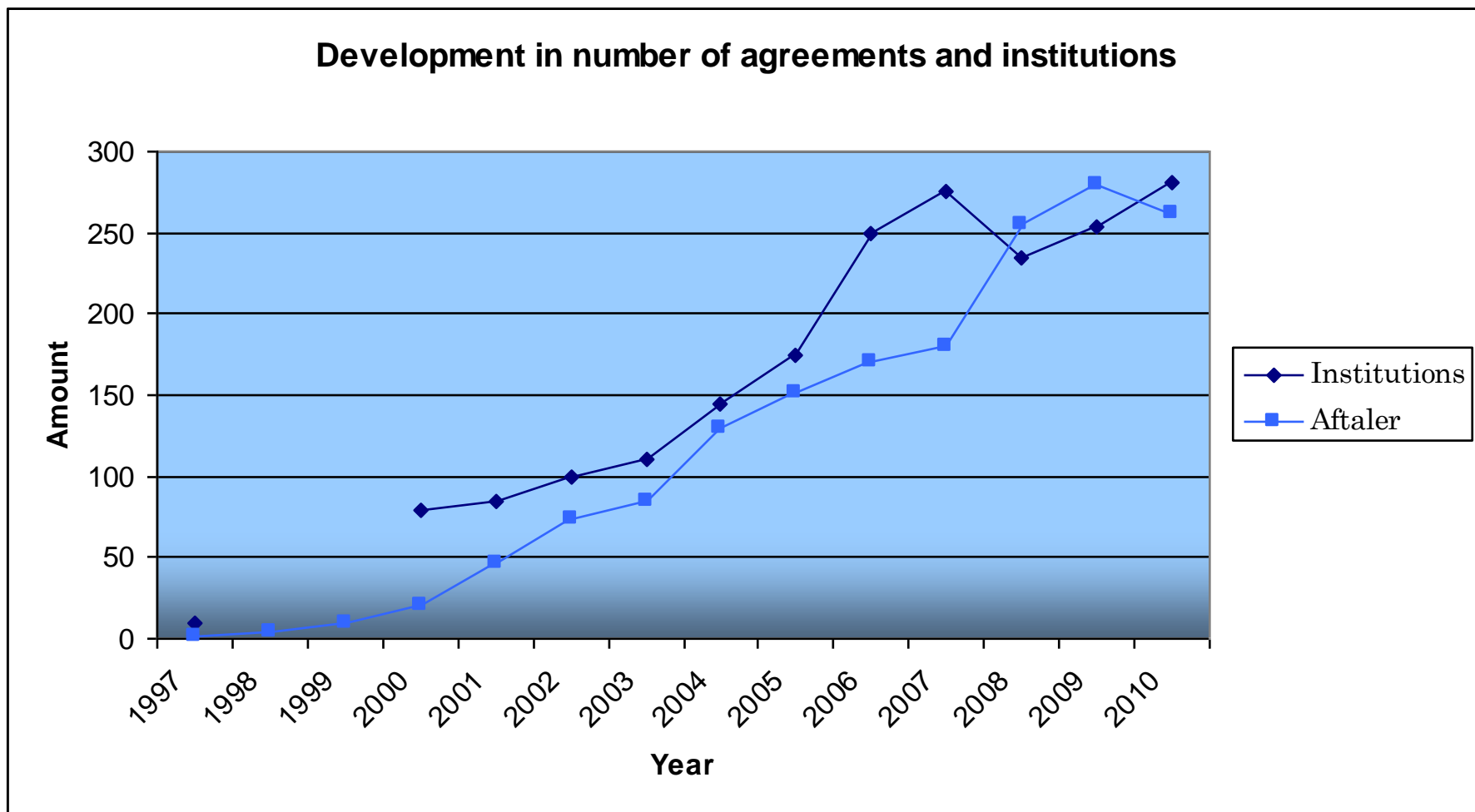




Turnover for each year in million DKK



Development in number of agreements and institutions



Experiences with limited resources in DEFF Licenses

- Fixed number of employees in DEFF Licenses (6 people)
- Working with institutions from funding ministries:
 - Challenges for DEFF Licenses:
 - Existing members' demand for more products and service
 - New institutions want to become members
 - Solutions for DEFF Licenses:
 - Service declaration (SLA)
 - Increased IT support of workflow
- Working with institutions outside funding ministries and Small and Medium-sized Enterprises:
 - Challenges for DEFF Licenses:
 - Define and fulfil the institutions and SME's needs based on a commercial model
 - Solutions for DEFF Licenses:
 - Use of revenue-funding
 - Increased IT support of workflow

Experiences from co-operation with licensing groups and institutions

- Organisation
 - DEFF Licenses co-operates with two licensing groups:
 - License Group for Educational Libraries (LUB)
 - License Group for Universities and Research Institutions (LUF)
 - Common terms of reference and action plan with project ideas/wishes
 - Each group meets four times a year
 - DEFF Online conference every year with publishers and libraries
 - Common consortia day every second year for all libraries
- Experiences:
 - Big commitment to meetings and conferences
 - High engagement in exchange of license related knowledge and progress in negotiations
 - Low commitment from libraries in driving projects
 - Good participation in DEFF Licenses' driven projects for instance models for common Electronic Resource System and implementation of reference model for ERMS

Experiences with new customer groups (1)

- 177 gymnasiums, 20 Basic Social and Health Education Programmes (SOSUs) and 29 Adult Education Centres (VUCs)
 - Gymnasiums member of LUB since 2007 (2 members), SOSUs (1 member) and VUCs (1 member) since 2009
 - Limited experience with e-resources, small budgets, 30% without librarians, use of teacher, administrative staff or IT-person instead
 - Big demand for help and guidance
 - Project concerning common library system lacked agreement on common funding, technical and commercial competences and common organisation
 - The big number of institutions with weak common organisation makes decisions difficult
 - Status license package uptake (62 gymnasiums, 11 SOSUs and 9 VUCs)

Experiences with new customer groups (2)

- University Colleges:
 - Not enough library staff
 - Some demand for help and guidance
 - Limited knowledge about e-resources
- All new customer groups could use consultancy paid by Ministries (fine results with halftime consultant)
- Common proxies for single signon - starting up with the institutions with WAYF (29 institutions, the others will follow)

Experiences with severe budget pressure at institutions

- Budget pressure
 - First time severe budget pressure and cost reductions in some member institutions
 - Economic focus through new high level strategic negotiating group with fast decision making
- Experiences
 - Some savings obtained (small increase of discounts, individual price adjustments, substitutions for other necessary products)
 - Difficult to get mandates and a common direction and goal
 - No common no meaning no ultimate weapons
 - Possible dissolution of some consortia



DEFF's new strategy

Pillar stones of new DEFF strategy

- DEFF has done an efficient job for the last 13 years to build a knowledge infrastructure, which creates a good framework for better research, more qualified education and possibilities for innovation
- DEFF includes libraries from gymnasium to university and can reach more than 65% of the future Danish workforce, which will grow up with the libraries' digital services enabling work with knowledge in co-operation with others
- It is time to expand to new target groups in order to support Denmark as an innovative country, since innovation and growth are the major tools to counter the financial crisis

Main activity areas

- DEFF's target group is students, researchers and teachers plus employees in private companies and public institutions. The effort will focus on:
 - A: Access to knowledge for all via an optimal digital infrastructure
 - B: Competences and services in support of education, learning and development
 - C: Competences and services in support of research and development
 - D: Competences and services in support of innovation and business development

New vision

- *DEFF shall facilitate that students, researchers and employees in private companies and public institutions work with digital knowledge in co-operation with others nationally and internationally so Denmark becomes a highly innovative society*

New mission

- *DEFF is a digital meeting place with a research based bank of knowledge, an infrastructure and interactive services, which supports learning, research, sharing of knowledge and innovation in education institutions, private companies and public institutions in all parts of the country*

New target groups and new funding

- New target groups
 - Public institutions outside DEFF sponsor ministries
 - Small and Medium-sized Enterprises (SMEs)
- Pilot projects
 - Two pilots concerning libraries role in the promotion of trade system
 - Two pilots concerning information supply for a consulting company and a network of independent Danish research and technology organisations
- Funding:
 - DEFF funds pilots
 - Funding for larger scale activities will be looked for in existing and new government initiatives and from existing and new customers outside DEFF sponsor ministries

Experiences with strategy development

- Long way from new chairman's idea to finalised strategy (spring 2009 to autumn 2011)
- Obstacles:
 - Unknown territory for Steering Committee, Secretariats and libraries
 - No obvious consultants for generating topics and controlling process
 - Resistance in Steering Committee and libraries:
 - Loss of funding from existing kernel activities to new activities
 - Shift of focus from mother institutions to include new target groups
 - Competition or overlap with other public initiatives
 - “We have tried this before, it doesn't work”
 - “Library staff doesn't have the competences”
- DEFF's sponsor ministries immediately saw the potential in the strategy 😊

Experiences with pilot projects

- Different level of engagement of libraries in different regions (Copenhagen low, Jutland higher), will be analysed
- Different level of libraries understanding of new business opportunities and the necessity of taking them up (no staff available and shall serve mother institution alone, no interest in the political reality or the mother institutions new focus)
- Differences in libraries eagerness to invest
- Differences in libraries creativity level
- It is not easy 😊

Experiences with projects and activity areas in a decentralised environment

Management model for DEFF

- Co-operation organisation for the Danish research libraries
- Strategy with vision, mission and yearly action plans
- National structures is established through persuasion and seed money, there is no formal decision-making authority

Cornerstones for the efforts in DEFF

- Co-operation, co-operation...
- United effort often produces a better result than the sum of every single effort
- Planning according to “least resistance” produces quicker results
- Confrontation leads to consensus
- Let the biggest libraries pull in the development process

Application criteria for a DEFF project

- The project must contribute to the realisation of the vision for DEFF and be in accordance with DEFF's mission
- The project is included in the programme groups strategy and action plan
- The project must create value for DEFF's target groups
- The project strengthens the co-operation between the education and research libraries
- The project must have a lasting effect
- The project must be completed with involvement of the users
- The results can be re-used by several education and research libraries

7 success factors for public library services

- Factors that helped or hindered success for public library digital services, that have been fully or partly funded by Libraries and Media
 - Knowledge of and interaction with users
 - Idea and uniqueness
 - Durability, modernity and willingness to change
 - Professionalism
 - Cooperation and partnerships
 - Marketing and branding
 - Business models – and national funding

Success factors for DEFF projects

- Factors that helped or hindered success for DEFF projects:
 - Participants see value, they might have done it individually anyway, if resources were available
 - Seed money helps
 - Results improves services and/or reduces costs
 - Limited timeframe
 - All participants support
- What is a successful project?, how do you measure success?
- Difficult to foresee exactly what will constitute a success

Examples on successes and failures

- Subject portals – success for co-operation in the start, failure due to the impossible task in the end
- Remote access – success due to 24/7 use from day one
- Licensing – success due to division of work and economy of scale
- Common Electronic Resource Management System – success foreseen due to cost effectiveness
- Common archive for metadata – failure due to differing interests and newer technology available
- Research Data and Open Access – failure, few useable results due to poor participation in the project group
- Consolidation library systems – success due to 6 out of 8 universities on the same platform?
- Consolidation research registration systems – success due to all universities on the same platform
- Consolidation integrated search systems – failure due to no common system and difference in development stage?

Difficulties in handling national structures and consolidation in the decentralised library environment

- No common decision-making authority
- Limited common funding reduces the attraction for co-operation
- Different ministries and thereby different owners complicates
- The conception about choosing side between serving the mother institution and enter into library co-operation
- The conception about losing influence on own institution without corresponding gains
- The conception about your own unique situation including your own users differences from all other institutions' users
- It is more simple to decide yourself than participate in the community's decisions
- Low confidence in others that sharing of work will succeed
- Worries about lacking fairness between the participant's efforts
- The headstrong Danish attitude with inclination to develop yourself instead of using the community's common effort



Current important activity areas

Current important general activity areas

- Open Access
- Federated Access system WAYF
- Research registration in institutional repositories and bibliometric indicator

Open Access initiatives

- DEFF has co-financed institutional repositories for the university libraries
- DEFF has been appointed by the Ministry of Science to plan and implement the Danish activities following the Council Conclusion on the scientific information in the digital age: access, dissemination and preservation (22 and 23 November 2007)
- DEFF has ordered the report “Costs and Benefits of Alternative Publishing Models: Denmark” by John Houghton, Centre for Strategic Economic Studies, Victoria University, Melbourne

Open Access economy in Denmark

- Open Access is a really good business
 - Green Open Access is a low hanging fruit
- Benefits
 - Defined as increased return of existing investments
 - Better access to research is 300 million DKR worth yearly in Denmark
- Costs
 - Shift to Open Access globally is cost neutral and possibly a saving of approximately 200 million DKR yearly
 - Mapping of costs in the complete system
 - Quantification of savings on digital production and distribution
- Source: Costs and benefits of Alternative Publishing Models: Denmark / Professor John Houghton, Centre for Strategic Economic Studies, Victoria University, Melbourne.
Source: [http://www.deff.dk/content.aspx?catguid={79A0643A-7E30-417A-A184-18F422A6B86C%7d}](http://www.deff.dk/content.aspx?catguid={79A0643A-7E30-417A-A184-18F422A6B86C%7d)

Basic considerations in the Open Access Committee

- There shall as far as possible be free access to the results of all public funded research
- Publishing in Open Access shall still be based on a publishing process with integrated quality assurance in the form of peer review
- Long-term preservation of Danish research publications and research data shall be high on the agenda
- Open Access must not be a hindrance for publishing of Danish research in the most prestigious journals
- The Open Access Committee has produced recommendations for both Golden and Green Open Access. It is the evaluation of the Committee, that Green Open Access clearly is the practicable way, which also is reflected in the recommendations of the Committee

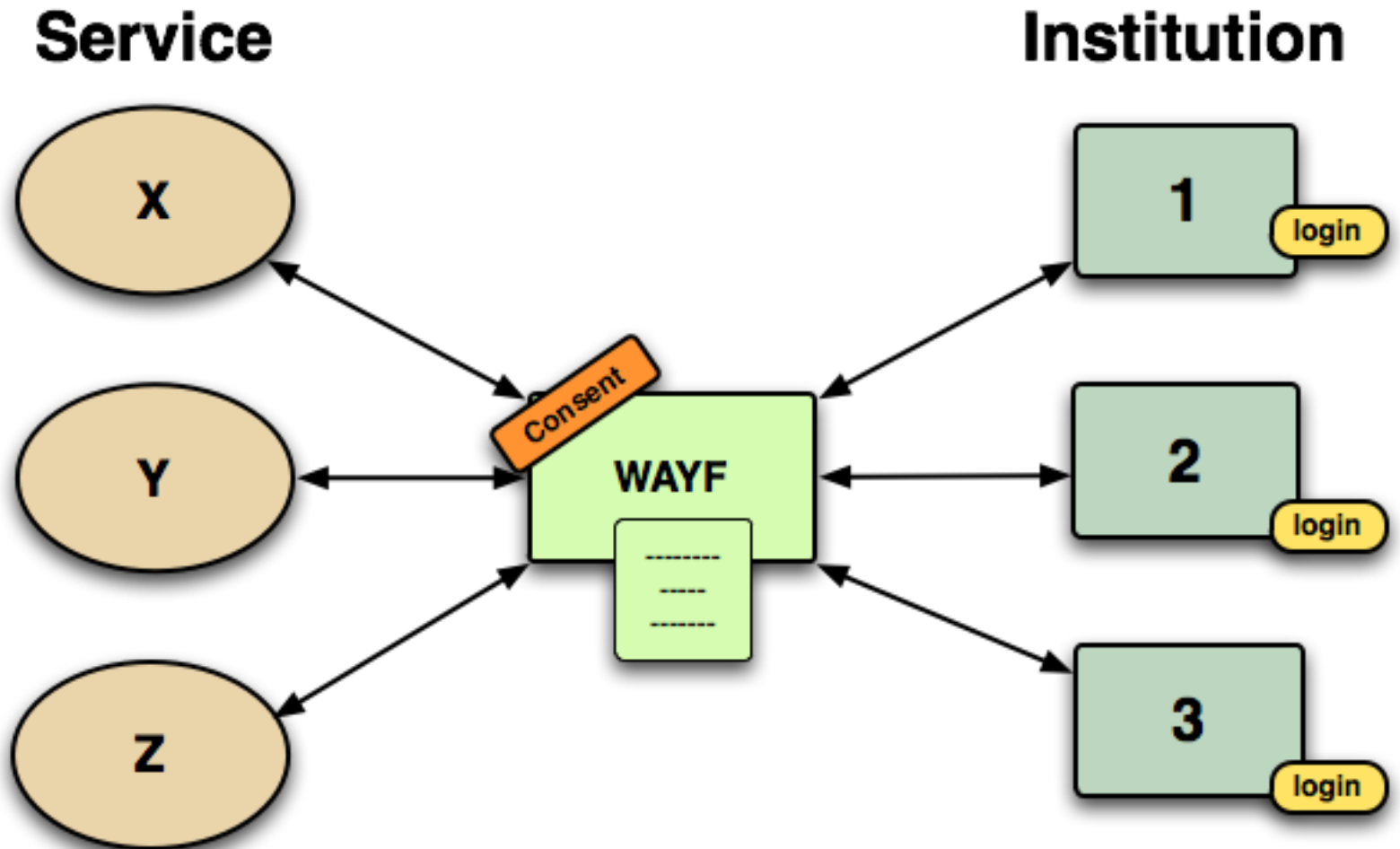
Recommendations for Implementation
of Open Access in Denmark

Final report from the Open Access Committee

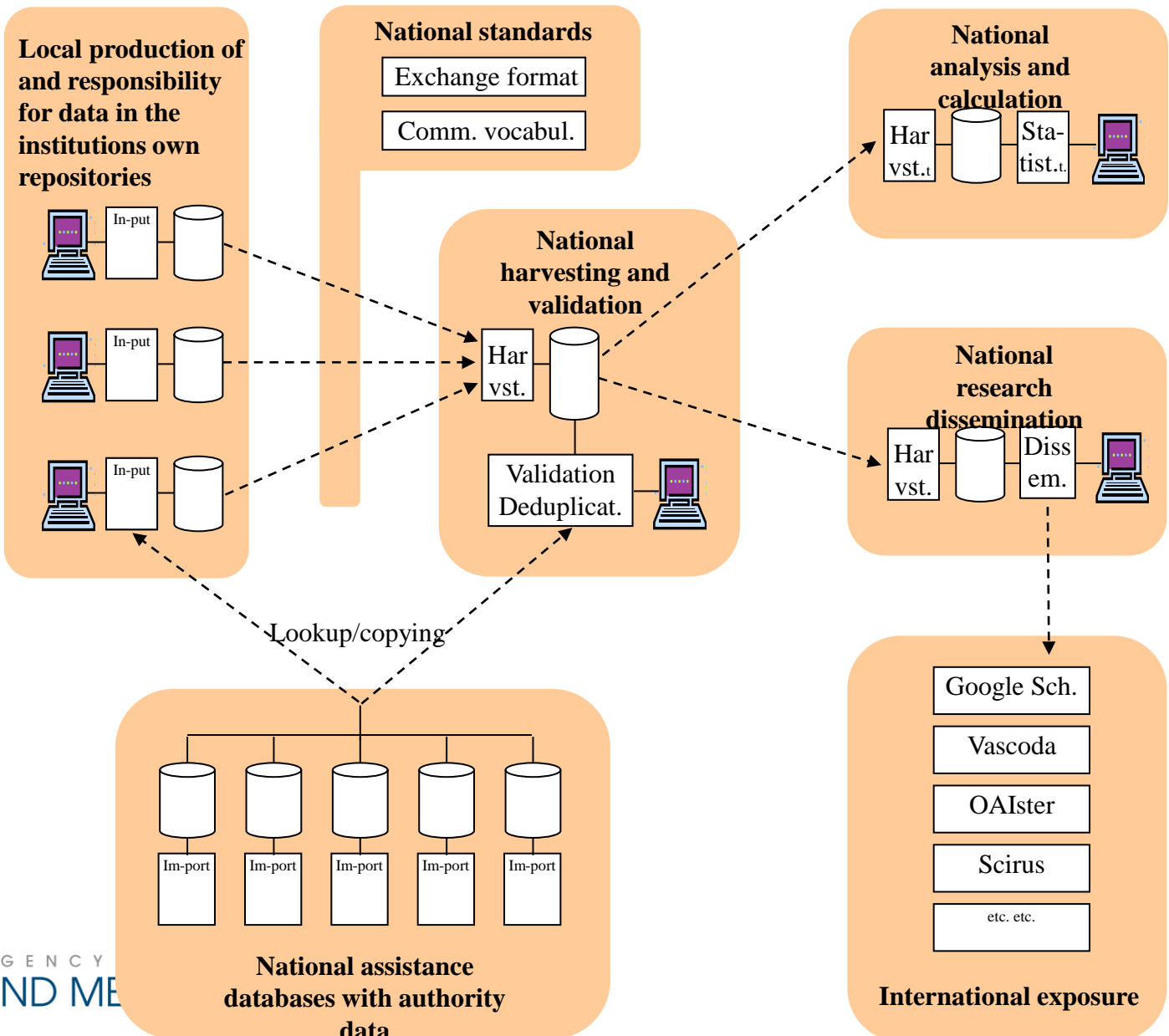


Where to find the full report:

- Recommendations for implementation of Open Access in Denmark, Report from the Open Access Committee:
 - <http://en.fi.dk/publications/2011/recommendations-for-implementation-of-open-access-in-denmark/>



Repositories and bibliometric indicator



Future

- Continued budget pressure:
 - Fight for funding
 - Work smarter (IT)
 - Refine strategies for successful projects and activities
 - More licensing in parallel with other models
- Continued pressure for new roles:
 - Put the libraries in the political agenda
 - Define new roles (research data?)
- Continued increasing complexity:
 - Focus
 - Division of work
 - Shared services
 - New technologies (cloud, tablets, mobile applications, green etc.)

Summary

- In more than 10 year DEFF has provided the national framework for co-operation about acquisition and dissemination of eResources
- Licensing is still the single most used common service
- The Danish research libraries has been brought to a high level of digitisation
- A co-ordinating unit as DEFF is necessary for maintaining co-operation
- After 10 years hard and inspiring work DEFF is ready for an extended vision and scope
- It is difficult to assure successful projects
- Open Access is developing and will not go away
- The future is not easier to handle than the past 😊

Where to find DEFF

- **<http://www.deff.dk>
the DEFF Portal and the DEFF project**